Agenda item 4

Plans for Point Foundation for 1991 (draft)

Overall objectives for 1991, in terms of:

Program:	to increase our impact; to improve quality; to increase our interaction with people in the WEB ("Whole Earth Braintrust")
Organization:	to build a strong, stable platform for future growth
Finances:	to break even; to have $150,000 in the bank at year end
Environment:	to make Point a good place to work; to diversify our employee base

Key objectives:

WER:	To structure the management of *WER* To hire a new Editor for *WER* To determine how to market *WER* and implement
Books:	To set up an on-going, planned book business
Fund raising:	To determine which aspects of fund raising to use at Point and begin implementation

Outline of this document

I. Corporate activities
   - A. Fund raising (key area)
   - B. Library and data base
   - C. Project development

II. Systems (the "ecology" of Point)

III. Business lines
   - A. *WER* (key area)
   - B. Books (key area)
   - C. WEI

Summary of objectives for Point in 1991 (with steps in key areas):

I. Corporate activities

A. Fund raising (key area)

•To increase the portion of our operating budget covered by donations and/or grants
•To develop an in-house expertise to raise funds, which can be channeled toward operations, projects, WEI or an endowment.

Steps:

•Determine which aspects of fund raising can most effectively be applied at Point, develop a plan, find funding to operate, and implement plan; monitor results for modification of plan

B. Library and data base

•To make our book resources more useful to us
•To develop a data base of books, reviews and access information to enhance efficiency of our editorial staff

C. Project development

•To invest in developing new projects
•To develop a system of project development, approval, management and oversight

II. Systems (the "ecology" of Point)

A. Planning, budgeting and feedback

•To build a planning and budgeting capability
•To involve staff in making decisions about our business
•To set targets for measuring our performance
•To coordinate addressing issues in different departments (space, equipment, computers, staffing, etc.)

B. Accounting

•To become more efficient in our procedures
•To make more use of information generated--to tie into planning and management information
•To improve internal control

C. Management information

•To use financial, sales and production information in decision-making
•To create a system to generate the needed information

D. Communications

•To improve communications in a place where people's work days often don't overlap
•To institute an e-mail system and to install a local area network if practical
•To enhance effectiveness of meetings

E. Personnel

- To develop a compensation package which allows us to retain and recruit good staff
- To begin developing policies and communicate them clearly

III. Business lines

A. *Whole Earth Review* (key area)

- To make *WER* worthy of the kind of attention we feel it deserves
- To determine how to reach more people and to begin implementation
- To structure the management of *WER*

Organizational steps:

- Appoint a Business Manager to oversee
  - -planning and budgeting
  - -marketing and strategy
  - -circulation and fulfillment
  - -promotion and in-house "ads"
  - -fund raising in *WER*
- Redefine responsibilities of Editor
- Create Managing Editor (? working title) position

Other steps:

- Business aspects
  - Carry out strategic marketing study (with Stanford)
    - -define market and strategy
  - Circulation
    - -increase renewal price
    - -build model of business
    - -expand newsstand distribution
- Editorial aspects
  - Editorial
    - -clarify editorial mission (without freezing evolution)
    - -coordinate content with book program
    - -hire new editor
    - -increase planning and communication
  - Production
    - -emphasize quality and efficiency
    - -review *WER* printing contract
    - -develop plan to move to computer base
  - Art
    - -evolve the look
    - -improve the usefulness, accessibility, covers

B. Book publishing (key area)

- •To structure a book business to complement our magazine business (in order to get multiple use of material; to diversify revenues; to reach new audiences)
- •To publish two books in 1991, including Helping Nature Heal, and have contracts complete for two books to be done in 1992

Steps:

- •Evaluate the opportunities
- •Investigate how joint book/magazine program can work
- •Design a program and specific book topics; plan the relationship to material in *WER*
- •Define the role of in-house book publisher
- •Implement program

C. Whole Earth Institute

- •To make WEI a vehicle that can pursue special projects and to try out innovative ideas, consistent with the direction of Point
- •To integrate WEI's operations with the rest of Point
- •To cover costs fully on any project undertaken